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ABSTRACT

This book argues that bureaucracy is inappropriate to the information age. It advocates replacing bureaucratic organization with the concept of the "intelligent organization," an organization that develops and engages the intelligence, business judgment, and responsibility of all its members. The successful organization of today builds freedom and community within its systems. Part 1 describes why bureaucracy will no longer work and what kind of organization is needed in a society of knowledge workers. Chapters in part 2 offer guidelines for crating freedom of choice in organizations, with a focus on building internal free markets. Part 3 discusses strategies for ensuring responsibility for the whole, including building community in the work place, working toward equality and diversity, developing voluntary learning networks, facilitating democratic self-rule, crating a limited corporate government, and the power of freedom and community. Interspersed throughout the book are examples of changes being implemented in such organizations as AT&T, the Canadian National Railroad, DuPont, Russian entrepreneurial firms, Hewlett-Packard, and the United States Forest Service. Appendices contains a free-intraprise manifesto and a Bill of Rights and Responsibilities of the Intelligent Organization. Chapter endnotes and an index are included. (LMI)



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